

— CORE Teambuilding and Morale —

# Lessons From the Geese



## Geese Facts

As each bird flaps its wings, it creates an uplift for the birds following. In a V formation, the whole flock adds 71% more flying range than if each bird flew alone.

## Our Lessons

People who share a common direction and sense of purpose can get there quicker.

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Whenever a goose falls out of formation, it suddenly feels the drag and resistance of trying to fly alone, and quickly gets back into formation to take advantage of the lifting power of the birds immediately in front.

It's harder to do something alone than together.

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When the lead goose gets tired, it rotates back into formation and another goose flies at the point position.

Shared leadership and interdependence gives us a chance to lead as well as opportunities to rest.

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The geese in formation honk from behind to encourage who is up front to keep up their speed.

We need to make sure our honking is encouraging and not discouraging.

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When a goose gets sick, wounded or shot down, two geese drop out of formation and follow their fellow member down to help and provide protection. They stay with this member until he or she is either about to fly again or dies. Then they launch out on their own, with another formation or to catch up with their own flock.

We need to stand by our team members in difficult times as well as in good.

Source: Angeles Arrien at the 1991 Organizational Development Network, based on the work of Milton Olson.

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# Guiding Questions

The following questions were used by the planning team to provide focus to today's session. You'll find answers to these questions in today's workshop and on the resource CD.

1. What makes an effective team?
2. What are the different types of teams we have in our command?
3. What are the purposes of the different types of teams?
4. How do you keep a team going as members come and go?
5. What impact does teambuilding have on morale?
6. What is teambuilding?
7. What are examples of teambuilding activities I can do with my command?
8. There are a few things important to teambuilding: involvement, trust, and communication. How do you build each of these?
9. What are examples of ways to recognize members on my team?
10. What are some of the key skills I should have for being a great team leader and member (e.g., effective discussion skills, brainstorming, prioritizing, planning, conflict resolution)?
11. How do you know if morale is good?
12. How do you involve people who don't seem to want to be involved?
13. What is my style (e.g., leadership) for working with teams?
14. What are the styles of different members of the team?
15. What are some of the team tools I can use to help me be an effective team leader and member?
16. What are the different roles for people on our teams?
17. What is the connection between team building and time management (our April workshop)? What is the connection between team building and mentoring (our July workshop)?
18. Where do I begin if I want to build an effective team?
19. How can I assess where my team is now?
20. Are there differences in teambuilding when the spouses are deployed vs. when they're home?
21. What common problems do teams have?
22. How do you deal with those common problems?
23. What is the mission of our team? What is our purpose?
24. What is the number one reason teams falter and fail?

— CORE Team Tips —

## CO's Spouse Teambuilding Tips

1. Know your spouse's command philosophy and leadership style. (Attend the Command Leadership Course in Newport, RI.)
2. Be positive.
3. Remember that people don't care how much you know, until they know how much you care.
4. Be involved.
5. Be inclusive. Allow ideas and contributions to flow freely.
6. Work with key members to define clear roles of the spouse leadership command team so confusion is at a minimum.
7. Work with key members to define clear tasks/mission/goals. This is positive to teambuilding.
8. Be complimentary.
9. Be thick-skinned. Work hard not to get your feelings hurt. Believe that people are working with a sincere heart.
10. Delegate. Don't try to do everything yourself.
11. Write a personal mission or vision statement. Use this to guide you.

— CORE Team Tips —

## XO's Spouse Teambuilding Tips

1. You can do this!
2. Think of it as a “looooooong” deployment. Prepare wills, powers of attorney, ID cards, uniforms, etc. before the tour begins.
3. Expect an awkward period in the beginning as you learn the ropes. It may be easier to break the ice with personal calls to the wardroom spouses and maybe lunch out with each department head spouse to build trust and communication. (This takes a lot of time but is well worth the effort!)
4. Keep expectations low, but hopes high.
5. Communicate, communicate, communicate, especially with your Sailor and CO's spouse. Talk with your Sailor before the tour about expectations you both have. Ask the CO's spouse how you can support her. Ask for specific tasks. Don't be afraid to say you cannot do something.
6. This is your first tour as one of “them.” You are part of the spouse leadership team but without a peer group. Seek a personal support group outside the command.
7. This tour means a lot to your Sailor who has worked hard and waited a long time to get the chance to do this. Have pride in your Sailor and the command.
8. The hours are long and stressful. Patience is a virtue.
9. Keep the CO's spouse fully informed. Keep her confidence. Don't take it personally if she does not follow your advice.
10. Enjoy entertaining but don't be concerned when the party animals leave early from your house.
11. Do not let the stress and intensity of the tour affect your marriage. Tell your Sailor you love him everyday — you may be the only one.
12. Support the CO's vision for the command and the family programs. Learn about all the available resources open to Navy families.
13. If you can visit a port, GO!!!

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### Examples of Teambuilding Opportunities

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- Everything we do helps to build a solid teambuilding foundation.
- Serve as an advisor
- Preside over leadership team. Prepare agendas and cooperatively plan the work of the team.
- Plan and organize or delegate activities for wardroom spouses.
- Plan and organize or delegate wardroom get-togethers.
- Attend meetings for Captain's Calls for families and friends.
- Attend events for families and friends.
- Set a positive tone.
- Ensure each spouse is seen as a valued member of the wardroom leadership team.
- Encourage others to contribute.
- Express appreciation for people coming to events and contributing.
- Discourage gossip or rumors.
- Serve as a mentor to other spouses in the command.
- Encourage spouses to attend Compass Training. (Compass is the Navy's new spouse mentoring program.)
- Link new spouses with a volunteer mentor.
- Develop and keep good communications with key groups of people.
- Design and keep the phone tree for the wardroom spouses current.
- Provide accurate and trustworthy information.
- Notify team members when out of town - leave plans and phone numbers in case of an emergency.
- Facilitate master calendar for the leadership team.
- Develop pre-deployment activities.
- Maintain contact with families through:
  - events for families and friends
  - periodic phone calls to families
  - welcome notes, phone calls, or small gift to new members of the command
  - contact families not in the local area
  - birthday cards to family members or cards for special occasions
  - articles in the ship's newsletter
  - attend command activities that include single sailors in the command
  - regular emails to families and friends
  - regular updates on the Careline

— CORE Team Tips —

# Checklist for New CO/XO Spouses

## Check-in List

During the first two weeks following relief:

1. Contact the CO/XO Spouse
  - a. by phone is preferable
  - b. schedule a “coffee date” to meet personally
2. Check out these base resources:
  - a. Chaplain
  - b. Fleet and Family Support Center
  - c. Navy-Marine Corps Relief Society
  - d. Public Affairs Office of spouse’s new command
  - e. Wing Commodore
  - f. Submarine Squadron Support Unit
3. Social Roster/Recall — ask CO/XO Spouse
4. Make a personal telephone call to other spouses in the wardroom.
5. Set up meetings with the Command Master Chief’s spouse, the Ombudsman and the Family Support Group.
6. Get connected with local “O” spouse group.

## Check-out List

Just before change of command/PCS move

1. Meet with new CO/XO couple
  - a. Invite them to dinner
  - b. Share information (e.g., wardroom traditions for hail and farewell gifts)
  - c. Turnover notebook
    - social roster
    - leadership roster (Ombudsman, FSG officers, CMC spouse)
    - list of local resources (people and places)
    - local spouse organizations
2. Remember, it is their change of command, too!
3. Provide thank you gifts for Ombudsman and CO/XO spouses
4. Introduce new spouse to officer spouses and family support group as feasible at Hail and Farewell/FSG meeting/Change of Command
5. Pass contact information for new spouse group, CORE mailing, FFSC, command spouse leadership team.
6. Be gracious, be thankful, be gone!

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## Traits of a Great Team Member

Involvement	Trust	Communication

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# Fabulous Fifteen Tidbits

to help you think about defining your role as a leader on the command team

## Fun

It's got to be fun or you must make it fun. Why be involved if it's not? Laugh! Choose to be positive! Your husband/wife is doing what he/she loves (hopefully), and you should enjoy it, too.

## Friend

Be one, make one, have fun! There is a gift to being friendly. Even if you are not the most outgoing person, always introduce yourself and socialize! Rely on your core group of friends to keep you grounded and energized.

## Forthright

Be honest, genuine and up front. Keep your character intact.

## Fellowship

Creating or maintaining that esprit de corps, camaraderie and Navy spirit.

## Festive

Be ready to open your home and entertain. A generous attitude and giving spirit are a plus and very contagious.

## Full of Information

Have it and know where to get it. You must have a level of competency!

## Faithful and Committed

To yourself, your spouse, your command, and your country. Remain loyal and trustworthy.

## Foundation

Don't neglect your spiritual side!

## Fortitude

Work to remain strong — physically, emotionally, and spiritually.

## Focused

Try to stay on the task at hand, whatever it is. Be an organized problem-solver.

## Flexible

Be willing to bend. Accept others as they are and be willing to listen to their thoughts and ideas.

## Phone Tree

OK, sounds like an *F*, but really isn't. Be in communication with your spouses, with your command, and with families. Be available to people.

## Family

Don't forget yours! It's a busy time. Make time for your kids, your spouse and yourself.

## Fleet Family & Support Center

A great resource! Don't forget to use it.

## Freedom

We are blessed to have it in this country. It's what our spouses are out there maintaining. Remember that patriotism.

— by Carole Sharpe

Source: 2000 Annual Conference for  
Commanding and Executive Officer Spouses, Hampton Roads, VA.



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# References and Resources

Look below for additional references and resources to promote further ideas about teambuilding and morale.

### Books

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Kouzes, James M. and Posner, Barry Z. *Credibility*.  
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Plumstead, Michael. *A Passion to Lead! How to Develop Your Natural Leadership Ability*.  
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Searce, Carol. *100 Ways to Build Teams*.  
Scholtes, Peter R. *The Team Handbook*.  
Stavridis, Laura. *The Navy Spouse's Guide*.  
Temme, Jim. *Team Power*.  
Williams, Bruce R. *More Than 50 Ways to Build Team Consensus*.

### Internet

- <http://www.iss.edu/schoolboard/Teambuilding>
- <http://leadership.monster.com/articles/fivesteps>
- <http://leadership.monster.com/articles/stafftoteam>
- <http://leadership.monster.com/articles/elders>
- <http://leadership.monster.com/articles/obstacles>
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- [www.idealzone.com/icebreakers&warmups.html](http://www.idealzone.com/icebreakers&warmups.html)
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- [www.angelfire.com/ks/tonyaskinner/iceteam.html](http://www.angelfire.com/ks/tonyaskinner/iceteam.html)
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### Quotes



People whose lives are affected by a decision must be part of the process of arriving at that decision. — John Naisbitt • *Megatrends*



Even if you're on the right track, you'll get run over if you just sit there. — Will Rogers



The best minute I spend is the one I invest in people — Author unknown



Help people reach their full potential; catch them doing something right. — Author unknown



There are many paths to the top of the mountain, but the view is always the same. — Author unknown



Man cannot discover new oceans unless he has courage to lose sight of the shore — Anonymous



What you get by achieving your goals is not as important as what you become by achieving your goals. — Zig Ziglar



What would you attempt to do if you knew you could not fail? — Dr. Robert Schuller



Nothing comes from doing nothing. — William Shakespeare



The greatest pleasure in life is doing what people say you cannot do. — Walter Bagehot



Nothing is so exhausting as indecision, and nothing is so futile. — Bertrand Russell



Well done is better than well said. — Ben Franklin



Good ideas and innovations must be driven into existence by courageous patience. — Admiral Hyman Rickover



People are often capable of greater things than they perform. They are sent into the World with Bills of Credit, and seldom draw to their full extent. — Walpole



People don't care how much you know until they know how much you care.



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*Notes*



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## Notes



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*Notes*

# Take Off With Teambuilding and Morale



Continuum of Resource Education (CORE)  
for  
Commanding and Executive Officer Spouses  
— October 2002 —

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# Take Off With Teambuilding and Morale



Materials for CD

# You Are Priceless

A well-known speaker started off his seminar by holding up a \$20 bill in a room of 200 people, and asked, "Who would like this \$20 bill?" Hands started going up. He said, "I am going to give this \$20 bill to one of you, but first let me do this . . ." He proceeded to crumple the \$20 up. He then asked, "Who still wants it?" Still the hands were up in the air. "Well," he replied, "What if I do this?" . . . and he dropped it on the ground and started to grind it into the floor with his shoe. He picked it up, now crumpled and dirty. "Now who still wants it?" he asked. Hands still shot up! "My friends, you have all learned a very valuable lesson. No matter what I did to the money, you still wanted it . . . because it did not decrease in value. It was still worth \$20." Many times in our lives, we are dropped, crumpled, and ground into the dirt, by the decisions we make, and the circumstances that come our way. We feel as though we are worthless. But no matter what has happened or what will happen, you never lose your value! Dirty . . . clean . . . crumpled . . . for finely creased — you are still priceless to those who love you. The worth of our lives comes not in what we do or who we know, but by WHO WE ARE. You are special — don't ever forget it. Count your blessings — not your problems.

Source: Saint Mary's Press  
Enhancing the Hearts and Minds of Young People



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# Games and Scenarios

### 1. **M & M Mixer**

Bring in M & M's and pass them around. Tell participants to take as many as they want; but to make sure everyone gets some and don't eat them just yet!

Once everyone has taken some, tell them that the game is to tell one thing about themselves for each M & M they took.

This can be holiday themed with candy corn for Halloween, confection hearts for Valentine's Day, and jelly beans for Easter.

An option: Each color of candy could represent a category they must speak about. Brown — scary memories; red — great vacations; green — something about your family; blue — favorite hobbies.

### 2. **Role-Playing a Meeting Filled With Different Types of Participants**

- floundering participant
- overbearing participant
- reluctant participant
- participants who assume every opinion is fact
- participants who want to rush to accomplishment
- participants who attribute things to others
- wanderlust participants
- feuding participants

This could be a scenario where one person is the facilitator of the team meeting and the meeting has several of the interesting personalities listed above. Of course, we'd want to make sure our participants know what to do to handle each type of personality.

### 3. **Ball of Yarn**

Start with a ball of yarn. Say your name and an interesting fact about yourself. Then hold the end (or wrapping a loop of yarn around your wrist), toss the yarn to another member. They will say his or her name and an interesting fact — then holding on to a part of the yarn, toss to another member. By the time everyone has spoken, there will be a huge web of yarn that can be displayed.

#### 4. Four Square

A sentence or statement will be read and the player must choose one of four answers that best suits them. Label four corners of the room 1, 2, 3, and 4. Each answer is assigned a number and the player must move to the corner with that particular number. The following are examples that may be used for play:

The state you are from is in the

- |         |         |
|---------|---------|
| 1—North | 2—South |
| 3—East  | 4—West  |

Department your spouse works in

- |               |                  |
|---------------|------------------|
| 1—operations  | 2—combat systems |
| 3—engineering | 4—other          |

Number of children

- |                 |        |
|-----------------|--------|
| 1—one           | 2—two  |
| 3—three or more | 4—none |

Your favorite pizza

- |             |           |
|-------------|-----------|
| 1—pepperoni | 2—sausage |
| 3—veggie    | 4—cheese  |

Most hated chore

- |           |             |
|-----------|-------------|
| 1—laundry | 2—vacuuming |
| 3—dusting | 4—mopping   |

Favorite type of book

- |           |             |
|-----------|-------------|
| 1—romance | 2—mystery   |
| 3—horror  | 4—biography |

Favorite type of pet

- |        |        |
|--------|--------|
| 1—cat  | 2—dog  |
| 3—bird | 4—fish |

Favorite vacation spot

- |            |        |
|------------|--------|
| 1—beach    | 2—lake |
| 3—mountain | 4—city |

Flowers from your spouse

- |         |         |
|---------|---------|
| 1—daisy | 2—iris  |
| 3—rose  | 4—mixed |

Drink of choice

- |          |         |
|----------|---------|
| 1—coffee | 2—tea   |
| 3—soda   | 4—water |

Favorite food

- |           |            |
|-----------|------------|
| 1—Italian | 2—Chinese  |
| 3—Mexican | 4—American |

Favorite season

- |          |          |
|----------|----------|
| 1—spring | 2—summer |
| 3—fall   | 4—winter |

Favorite color

- |          |         |
|----------|---------|
| 1—blue   | 2—green |
| 3—yellow | 4—red   |

**5. Block Communication**

In this activity, participants must communicate with one another to assemble an exact model built with blocks.

**6. Traits of a Great Team Member**

This is a three-part piece — good for one of our small segments. The traits reinforced with these activities are involvement, trust, and communication.

**7. Commonalities**

Break participants into groups. Teams come up with 3-5 **unique** things all team members have in common. Have a time limit. After time is called, have each team share its commonalities. You can even have each team write these on a sheet of easel-sized paper and post. Encourages terrific sharing!

**8. The Lineup**

A nice opener in which the entire audience participants. Ask the participants to line themselves up by how far away they were born from a certain spot in the room.

**9. Two Truths and a Lie**

Individuals tell two interesting facts about themselves and one lie. The other members must decide which of the three statements is a lie. Encourage them to be as tricky as possible. They should then go around the circle and say all three. The rest of the circle has to guess which was a lie.

With this game, you can learn some interesting facts about a person that may never come up in general conversation.

Example:                I have lived in 7 states.  
                              I have never scrubbed a toilet.  
                              I love to take photographs.

(As you can see, the lie is quite obvious.)

**10. Whose Role is it Anyway?**

This is a scenario where the participants have a chance to reflect on the roles of people within their own commands (i.e., CO's spouse, XO's spouse, CMC's spouse, Ombudsman).

We could even make a small wallet-sized role card with this information!

### 11. **Managing Information in Your Team**

In this activity, participants determine the roles in their commands for which they need clarification. We provide the scenarios and the teams use post-its to show the flow of communication in their own command. (Perhaps put post-its on blank sheets of paper.) Scenarios include the actual players in the command — CO, XO, CMC, Chaplain, CO's spouse, XO's spouse, CMC's spouse, ombudsman.

Could also use adhesive labels for this!!!!

### 12. **Tip Sheets**

Whoever came up with this idea — it's great. Perhaps we can do these on blank business cards (which would make it easy for others to replicate). Of course, these could be on regular-sized sheets of paper, but it might be nice to tuck them into a wallet or calendar.

### 13. **Circle of Friends**

This is a greeting or departure activity for large groups. Form two circles — one inside the other. The participants in the inside circle face out — the participants in the outside circle face in. Each person is now facing someone else. For each different activity, have the participants in the outside circle move one person to the left — they are now facing a new person.

As a greeting: Have each person introduce himself or herself until you call time. When time is called, the outside circle moves one person to the left — there's a new person to be introduced to.

### 14. **Color Jacuzzi**

The facilitator calls out a color of the rainbow. For example, Red. Participants are asked to share in accordance with the following colors:

**Red** — typically is the stop/turn-off color, so each member of the group quickly tells one thing (that they can disclose in public) that is really a turn off to them.

**Orange** — is the motivation color. What motivates you?

**Yellow** — is the inspiration or creativity color. What was the best idea you've had?

**Green** — the money color. What do you plan to do for money? Or, What's the dumbest thing you ever did for money?

**Blue** — the sky's the limit color. What is your favorite fantasy about the future?

**Indigo** — is an odd or different color. What is the most daring thing you ever did?

**Purple** — is the color of royalty. If you were the ruler of the universe for a day, what is the first thing you would do?

**15. Favorite T-Shirt**

Ask members to bring (not wear) their favorite T-shirt to the meeting. Once all participants have arrived, ask each person to show the shirt and explain how the T-shirt best resembles their personality or share the story behind the T-shirt.

**16. A Crowdbreaker to Get Participants Talking**

Collect ordinary, small household items such as a button, a rubber band, emery board, pencil, Popsicle stick, a piece of ribbon, etc. Be sure to have one item for each participant. List the items on a sheet of paper with a line beside each item. Make one photocopy of the list for each participant.

Put each item in an envelope. As the participants arrive, hand them each an envelope and a photocopied list. Explain that each participant must somehow wear his or her item. Have participants find out who's wearing each item and write that person's name in the appropriate place on the list.

A great way to encourage participants who don't know each other to mingle.

Source: Saint Mary's Press • Enhancing the Hearts and Minds of Young People

**17. The Pig Personality Profile**

This one is good for a lot of laughs and gets people talking — guaranteed to get a squeal from your participants

Ask participants to draw a pig on a blank piece of paper. No peeking at your neighbors pig! Give no further guidance and do not explain the purpose of the exercise. When participants are finished, share the explanation that the pig serves as a useful test of the personality traits of the artist. If the pig is drawn:

- Toward the top of the paper, you are a positive, optimistic person
- Toward the middle of the page, you are a realist
- Toward the bottom of the page, you are pessimistic and have a tendency to behave negatively
- Facing left, you believe in tradition, are friendly, and remember dates including birthdays

- Facing forward, (looking toward you) you are direct, enjoy playing devil's advocate, and neither fear nor avoid discussions
- Facing right, you are innovative and active, but don't have a strong sense of family, nor do you remember dates
- With many details, you are analytical and cautious
- With few details, you are emotional and care little for details and are a risk-taker
- With four legs showing, you are secure, stubborn, and stick to your ideals
- With less than four legs showing, you are living through a period of major change
- The size of the pig's ears include how good a listener the artist is — large is good.

Source: Saint Mary's Press • Enhancing the Hearts and Minds of Young People

#### 18. Human Scavenger Hunt

Find the following and have each person sign on the appropriate line. Have the person sign the list only one time.

1. is wearing more than one ring.
2. is over 5'9"
3. is left-handed
4. has no siblings
5. can speak two languages
6. wears the same shoe size you do
7. can do a cartwheel
8. can juggle
9. has lived in Hampton Roads for more than 5 years
10. wears glasses
11. is wearing some military insignia jewelry
12. has lived in a foreign country
13. sings in a choir
14. was born in another country
15. is attending their first Continuum Conference
16. is wearing a unique pair of shoes

## — CORE Teambuilding and Morale —

# Answers to Guiding Questions

### 1. **What makes an effective team?**

- A team is made up of a group of individuals with varying opinions and beliefs.
- Effective teams are able to use these differences (strengths) by channeling group members' energies into working toward a common goal (e.g., supporting families during deployment).
- Open communication, mutual respect and the ability to delegate are all characteristics of a group that is functioning well.
- A team is a group of people who come together for a common purpose. A team may work together for a long time (such as a couple of years) or for a short time (such as working on a committee).
- It is two or more people working together toward a common goal or purpose.

### 2. **What are the different types of teams we have in our command?**

- CO and spouse
- CO and XO
- CO, XO, CMC, and chaplain
- CO spouse and XO spouse team
- CO spouse and ombudsman
- CO spouse, XO spouse, CMC spouse, ombudsman
- CO spouse, XO spouse, CMC spouse, ombudsman, and family support group
- CPO spouses
- Wardroom spouses
- First Class Association spouses
- All spouses
- Departmental groups — spouses

### 3. **What are the purposes of the different types of teams?**

- Each team is responsible for a certain part and the purpose is to bring the knowledge of that portion to the central team so it can develop a good solid team.
- CO and spouse — set CO's tone for the command.
- CO/XO/CMC spouses: Provide leadership and guidance to command and spouses.
- CO/XO/Ombudsman spouses: Provide leadership and guidance to command and spouses. Provide for access to and from the command team to spouse groups.
- CPO spouses: Provide leadership and guidance to the enlisted personnel and

their families. They are often the first resource for help and assistance and a channel or conduit to the command team via the CMC.

- Wardroom spouses: social, mentoring, support.
- First Class Association spouses: social, mentoring, support.
- All spouses: social, mentoring, support, shared resources and events.
- Departmental groups (spouses): social mentoring, support, shared resources and events.

#### **4. How do you keep a team going as members come and go?**

- Good communication with command to know of arrival of new spouses.
- Welcome aboard procedures established.
- Personal phone call to new arrivals.
- As you leave, a good, complete turnover containing:
  - book
  - examples of invites
  - past events
  - complete, up-to-date rosters
  - local area information
  - introduction or identification of next senior in command
- Have a positive attitude to the rest of the group about the person who follows after you.
- Remember that anytime a person changes in the team, the whole makeup of the team changes.
- Focus on the *main thing* of the group, whatever it may be. As personalities come and go, the methods of attaining the main thing may change; but it allows the focus of the group to remain the same. There will always be reforming and brainstorming with a group as key people come and go and different roles are assumed by members of the group.
- Be inclusive, inclusive, inclusive!
- Move outside your comfort zone and make the extra effort to include new people. I like to welcome new team members with a one-on-one lunch to get to know them and give them the opportunity to speak freely. Farewells to outgoing team members is very important too. It thanks them for their past contribution, encourages present team members to press on and gives warm memories to the person leaving as he or she faces the uncertainties of a new duty station.

#### **5. What impact does teambuilding have on morale?**

- Teambuilding impacts morale in many ways. If one or more team members are unhappy, then negativism may spread to the larger group as a whole. Perspectives may become skewed and misinformation disseminated. Communication may become



blocked or shut down completely. Team leaders may then find themselves so busy “putting out fires” that they become ineffective. The whole team suffers as a result.

- Teambuilding can have a positive impact on morale if it is inclusive of all the eligible members. Leaders are key to ensuring that sub-groups don’t get polarized and work at odds with the goal of the team or exclude those that may contribute to the team. The process of teambuilding can have a positive effect on morale if carried out to the end. If the process stops at the first “bump,” then it will show a lack of commitment and morale will suffer.

## **6. What is teambuilding?**

- The process of bringing people together so they can achieve common goals and purposes.
- Teambuilding is the process by which a group of people are brought together to achieve a common goal. There are a number of management models that describe what teambuilding is, but essentially it is a commitment of a group to achieve something.
- Activities and relationships that promote unity for a common purpose, goal or mission.

## **7. What are examples of teambuilding activities I can do with my command?**

- Establish regular contact just to “touch base.” This may be done in person, by phone, over the internet, or in combination. Using all of these techniques works the best.
- Regularly schedule events and activities to help teams stay positive. These should be varied in order to reach as many individuals as possible (e.g., some with children, some adults only, varying days).
- Cost should be a consideration.
- Specific examples from the TR:

Tides games

Family picnics

Hail and Farewells quarterly at Nauticus

Holiday parties (separate for adults and children)

Road rally

Monthly meetings as well as regularly-planned social gatherings

“Pick me up” celebrations when the ship is deployed — complete with notes and flowers from and pictures of our loved ones

Secret pals for spouses at home while the ship is deployed

Dinner theatre

Movie night

Spouses dinner night out while the ship is deployed

Passing out small, inexpensive tokens of appreciation, just to say “thank you, we appreciate what you do”

- Endless
- Dinner — everyone bring an item to build taco salad or baked potato.
- Command calendars on deployment
- Come as you are party
- Shopping trips
- Makeovers, manicures
- In groups of ten or more, use nametags
- Scavenger hunts — Polaroid camera
- icebreakers and getting-to-know-you activities.
- Having each person describe what they view as the main purpose of the group.
- goal achievement exercises
- discussions on expectations of the group
- survey the group on what they want out of the group. Define the purpose of the group.
- develop a charter for the team
- set goals for the team
- Anything that is fun and promotes unity. Luncheons, pool parties, phone calls, craft nights. Activities should be ones that promote conversation and interaction.

**8. There are a few things important to teambuilding: involvement, trust, and communication. How do you build each of these?**

- Must give-up some time to this endeavor.
- Find a way to spend time/share the adventure with bad individuals.
- Show up for events.
- Keep confidences.
- When you offer to do something, DO IT! (e.g., Could I have the recipe for ??? Send it.)
- Involvement: Do many types of activities. Make the group fun. Spread the groups' work.
- Trust: Do what you say. Be honest, truthful, fair all the time.
- Communication: Involve all, leaders must frequently communicate, listen, and tell a consistent story.

**9. What are examples of ways to recognize members on my team?**

- Casual, public thanks in the group setting
- No public criticism
- Occasional personal calls
- Birthday cards
- Thank-you notes
- Let spouse know how terrific the team member is
- Certificates,

- Personal mention by the leader
- Anniversary cards
- Acknowledgment in newsletter

**10. What are some of the key skills I should have for being a great team leader and member (e.g., effective discussion skills, brainstorming, prioritizing, planning, conflict resolution)?**

- Belief in your vision.
- Sincere love for people.
- Ability to make decisions and garner support for them.
- Integrity.
- Selflessness.
- Speak with both grace and confidence.
- Delegation skills
- Planning skills
- Facilitation skills
- Prioritizing
- Resolving conflict
- Honesty, integrity, calmness, fairness, humble, approachable, able to quickly recognize people skills and able to effectively use them. Effective communicator, able to prioritize, ability to keep emotions out of the decision cycle.

**11. How do you know if morale is good?**

- You will know if morale is good because volunteerism is high. Everyone feels important and that they are making a contribution. On the TR, the team leader (CO spouse) sets the tone for the team. She is positive, communicates well, is able to delegate, and genuinely interested in TR families. Furthermore, she is a skilled teacher in that all those around her learn by her example. She cares and it shows. People want to be part of the TR team because of this individual's positive influence. Oftentimes, she does not have to ask, people volunteer for jobs before she has the chance. Other team members learn how to be effective because they watch and role model after her. Morale is high; positivism is infectious.
- Ask people in the group.
- Take cues from the group: are they always complaining? Has attendance dropped? Are there new people that have joined the usual complainers? Use your intuition. We've all been able to tell the atmosphere of a group whether they are happy or sad.
- THE MILLION DOLLAR QUESTION. Hearing nothing negative is not the measure. It's a general contentment. People volunteer and participate willingly. They feel free to share their trials and their victories. I believe good morale is a willingness to be open and transparent in a group. Good morale is reflected in a willingness to sacrifice for

the good of the group.

**12. How do you involve people who don't seem to want to be involved?**

- You cannot make people get involved if they are not interested. Many are unable to be involved because of personal circumstances such as jobs, geographic separation, or family commitments. Others are just not interested and no matter what you do, will not participate. Try to utilize every opportunity that presents itself (as well as creating new ones) to reach out to these individuals. Include them in emails, phone calls, and invitations (unless they have specifically asked not to be excluded). Perhaps one single event or person may cause them to become involved. There are some people who absolutely do not want to be involved in any way (except emergency phone calls). Their wishes should be respected as well. People will contribute what they can. I do not want guilt to be the reason they are involved — this can be counterproductive. If people are unable to participate in their current command teams, but leave with a positive feeling overall, than perhaps they will be more involved with future commands.
- Find out what interests them and include that in one event to get that person to attend.
- Work on the reluctant ones. Friends — get them involved and people that may not want to be involved may be inclined to try. Offer a wide variety and levels of participation. Don't make it look like a big commitment to be involved.
- Do not arm twist. Win them over with kindness and genuine concern for what concerns them. Be their friend first. Recognize not everyone shares the same values as you do and will not have the same vision. Accept them unconditionally and be grateful for whatever involvement you get.

**13. What is my style (e.g., leadership) for working with teams?**

**14. What are the styles of different members of the team?**

**From Command Spouse Leadership Course — coaching, directing, etc.**

**15. What are some of the team tools I can use to help me be an effective team leader and member?**

- Be open
- Be yourself
- Be flexible
- Keep lines of communication open
- Clearly delineate roles
- Treat all team members with RESPECT, whether you agree with them or not
- Notebook of different types of teambuilding activities
- Examples of ways to do an agenda for a meeting
- List of ideas for facilitating a group

- List of ideas for brainstorming

**16. What are the different roles for people on our teams?**

- The CO must set the standards for the team. Each time a member changes, the roles change. You really cannot define the roles except for the CO, who is the main communicator. Hopefully his spouse is there to help relay the needs of the spouses and other family members. The XO and his spouse help by assisting in the plans that the CO and spouse have developed. They share in going to various meetings, other activities, and work together in forming the best partnership they can. The CO spouse should be a mentor as well. The CO/XO spouses shall be the advisors and mentors for their officers' spouse group. Their input is very important in how their spouse group functions. Good leadership skills are very helpful, especially if your personality is not one of natural leadership.
- The CMC and spouse are the leaders of the enlisted personnel and their families. Again, they are following the guidelines of the CO as well. CMC normally will be the overseer of the enlisted spouse group. Hopefully the CMC spouse will be involved and help to develop and lead the enlisted families group. The CO spouse or the XO spouse should attend their meeting so that communication lines are always open. They can be watchful of any existing problems and be mentors here as well.
- The ombudsman should be the liaison between the families and the CO. Their job is to try to guide the families to the right recourse to solve their problems. The CO and his spouse should have a good relationship with the Ombudsman. The CO should meet with the ombudsman frequently to communicate with them and establish expectations — this is a good teambuilding practice. When ship deploys the CO/XO and CMC spouse should continue meeting with the ombudsman maybe once a month to keep building trust and communication.
- Teambuilding is mostly communicating and working together to develop the best team you can. It is important to establish the roles of each person and to let each other know what those roles are. That way we know what is expected from each team player.
- Teams have leaders, sub-leaders and team members. Leader is clearly to express the purpose of the team. They are all required to place the common good above their own personal interests.
- This is determined by the sailor's job and the personality of the sailor and spouse. The overarching vision is set by the CO and his spouse (or their designated

representative). The XO's spouse should be supporting that vision. If the CMC's spouse is involved (and I think you are eminently blessed if they are), their role is to support the concerns and interests of the enlisted spouses to the command spouse leadership team. The ombudsman works for the CO (or his designated representative).

- The most important aspect of the differing roles is that they be clearly defined and communicated to all on the team.

**17. What is the connection between team building and time management (our last conference session)? What is the connection between team building and mentoring?**

- To build a team takes some time. You must manage this time well.

**18. Where do I begin if I want to build an effective team?**

- In order to begin building an effective team, open communication must be established among team members. The team leader is responsible for initiating contact with other members. Initially, this may be done over the phone, but face-to-face contact in an individual or small group setting should follow. This enables group members to learn and then adjust to varying personality characteristics and styles. Clear delineation of roles is a plus, however, it should always be remembered that these positions are voluntary. Staying flexible as group members change is important as well.
- We begin by attending all the meetings concerning key players in the commands leadership team. We need to develop relationships with each member. This is the beginning of building the team. Do some social activities with each other, meet for dinner, have them over your house, meet at the command and talk with each other and share ideas.
- First and most importantly is to define the purpose of the team. Set a realistic purpose or goal. It is easier to raise the bar than to lower it.
- For the command spouse leadership team, meet with team members individually to get to know them and get their free-flowing thoughts. Collect ideas from these individual meetings and have a social with the most appeal. For family support groups, win over the chiefs spouses and you'll win the war. Just as chiefs know the pulse of a ship, the chiefs spouses have the experience and knowledge to run a support group. A social for just chiefs and spouses by the CMC can garner huge benefits.

**19. How can I assess where my team is now?**

- You can assess the team by communicating. Observe how things are operating

before you dive in. They may be going great already with very little changes or none at all that need to take place.

- As you are introduced and get to know people, ask them about the group dynamics and what they would like to see the group doing.
- Don't badmouth the last CO spouse.
- Look forward, not backward.
- Find out what methods of communication are in place (e.g., telephone tree, emails, between CO/XO spouse).
- Begin with the CO's spouse or whoever is "senior" spouse. Become allies — share wisdom.
- Be open. Show interest.
- Ask key members where they think they are. Assess whether the team is moving toward or achieving their goal.
- Ask them, preferably one on one.

**20. Are there differences in teambuilding when the spouses are deployed vs. when they're all at home?**

- There are differences in teambuilding when the spouses are deployed vs when they are home. When spouses are deployed, attendance tends to increase at FSG meetings and planned events. People tend to seek out others who are going through similar experiences and this can have either positive or negative results. The key to keeping spirits high is to foster a sense of cohesiveness among members (e.g., our spouses are away, but we are not alone"). This is when the concept of "we are all part of one big NAVY family" comes into play. Communication via newsletter, CARELINE, internet, phone is open and social events are planned on a regular basis.
- When the ship (sub, squadron) is home, many individuals do not feel the need for as much support. Attendance may decline as families focus on each other again. It is still important to keep communication lines open and teams active in order to be prepared for the next deployment.
- Timing of events
- Less interest, not no interest
- Important for Morale that activities continue when command is home
- Absolutely. When deployed, same gender friendships take on greater meaning and significance and teambuilding is easier. Lines of communication are best worked out ahead of time for a smooth deployment but the emphasis on team-building should remain focused on positive relationships. Goals cannot be met well in the spouse realm without positive interpersonal relationships.



**21. What common problems do teams have?**

- Conflict between team members — especially troublesome if between CO/XO spouse
- Absent CO/XO spouse
- Lack of communication — inability to listen to others
- Inability to delegate
- Inflexibility — inability to compromise
- Spouse wearing the rank of their active duty mate
- Gossip — negativity
- Lack of involvement and interest
- Lack of funds — fundraising
- Common problems in commands are normally one or more of the ideal team not present, gossip, rumors, or one of the team player are there but not creating a team. Enlisted spouse groups having serious leadership problems within the group itself. Control people not allowing other people to be leaders next to them.
- Cliques, unfocused efforts, poor leadership, poor lines of communication.

**22. How do you deal with those common problems?**

- Keys to successful teambuilding are clear lines of communication and respect for all team members. When roles are negotiated between and defined for all team members, then expectations are clear and members will act accordingly. Treating all team members with respect whether you agree with them or not, is paramount to increased cooperation, which leads to high morale. Maintaining a positive, albeit realistic attitude as a team leader helps set the tone for how others respond. We are who we are — with our individual strengths and weaknesses. If we recognize and use our gifts (whatever they may be) and are aware of and learn from our weaknesses, then the entire team benefits. Be yourself. Team members will know that you care about them, their families, and their lives. Then you have made a difference.
- If someone is missing from the team you try and compensate by picking up the slack. Surround yourself with people who are willing to help out. If the problem is gossip you try and get the truth out and speak to groups about how damaging gossip can be and to check out a story before believing what you hear. If a spouse group is having a serious problem with leadership within. If it can't be resolved sometimes the best thing to do is dissolve the group all together for a time to let things cool down. Then restart the group with new people at the appropriate time. That must be the CO's decision.
- Focus the group on the main thing. Set realistic expectations. Openly and honestly broker disputes.
- Communicate, communicate, communicate. Make sure you communicate only with those that need to know (no gossip) and that situations are addressed head-on. Ask



yourself where your responsibility lies and do not be afraid to apologize for mistakes, even if they were unwitting. Accept that most people are like you, doing their best in difficult circumstances. Be gracious and overlook insignificant slights. Become thick-skinned.

**23. What is the mission of our team? What is our purpose?**

- The CO establishes the overall purpose and mission of the team.

**24. What is the number one reason teams falter and fail?**

- Not having a common goal and purpose.

**EXAMPLE  
ONLY**



USS Cape St. George  
Roles of Leadership Team Members  
**CO's Wife • Deborah Wahlstrom**

**ADVISORY ROLE**

- Serve as an advisor to:
  - CO
  - XO's wife (Hope Keys)
  - CMC's wife (Bobbi Sawyers)
  - ombudsman (Tracey O'Brien)
  - Cape families

**TEAMBUILDING ROLE**

- Preside over leadership team. Prepare agendas and cooperatively plan the work of the team.
- Plan and organize or delegate activities for wardroom spouses.
- Plan and organize or delegate wardroom get-togethers.
- Attend meetings for Captain's Calls for families and friends.
- Attend events for families and friends.
- Set a positive tone.
- Ensure each wife is seen as a valued member of the wardroom leadership team.
- Encourage others to contribute.
- Express appreciation for people coming to events and contributing.
- Discourage gossip or rumors.

**MENTORING ROLE**

- Serve as a mentor to the following:
  - wardroom spouses
  - families of the cape
  - XO's wife (Hope Keys)
  - CMC's wife (Bobbi Sawyer)
  - Ombudsman (Tracey O'Brien)
- Encourage wives to attend Compass Training (the Navy's new spouse mentoring program)
- Link new wives with a CAPE volunteer mentor.

**COMMUNICATIONS ROLE**

- Develop and keep good communications with the following:
  - leadership team
  - wardroom spouses
  - Cape families and friends
- Design and keep the phone tree for the wardroom wives current.
- Provide accurate and trustworthy information.
- Notify XO's wife (Hope) when I'm out of town - leave plans and phone numbers in case of an emergency.

**PLANNING ROLE**

- Facilitate master calendar for the leadership team.
- Develop pre-deployment activities for Cape families and friends.

**CONTACT WITH FAMILIES IN THE COMMAND**

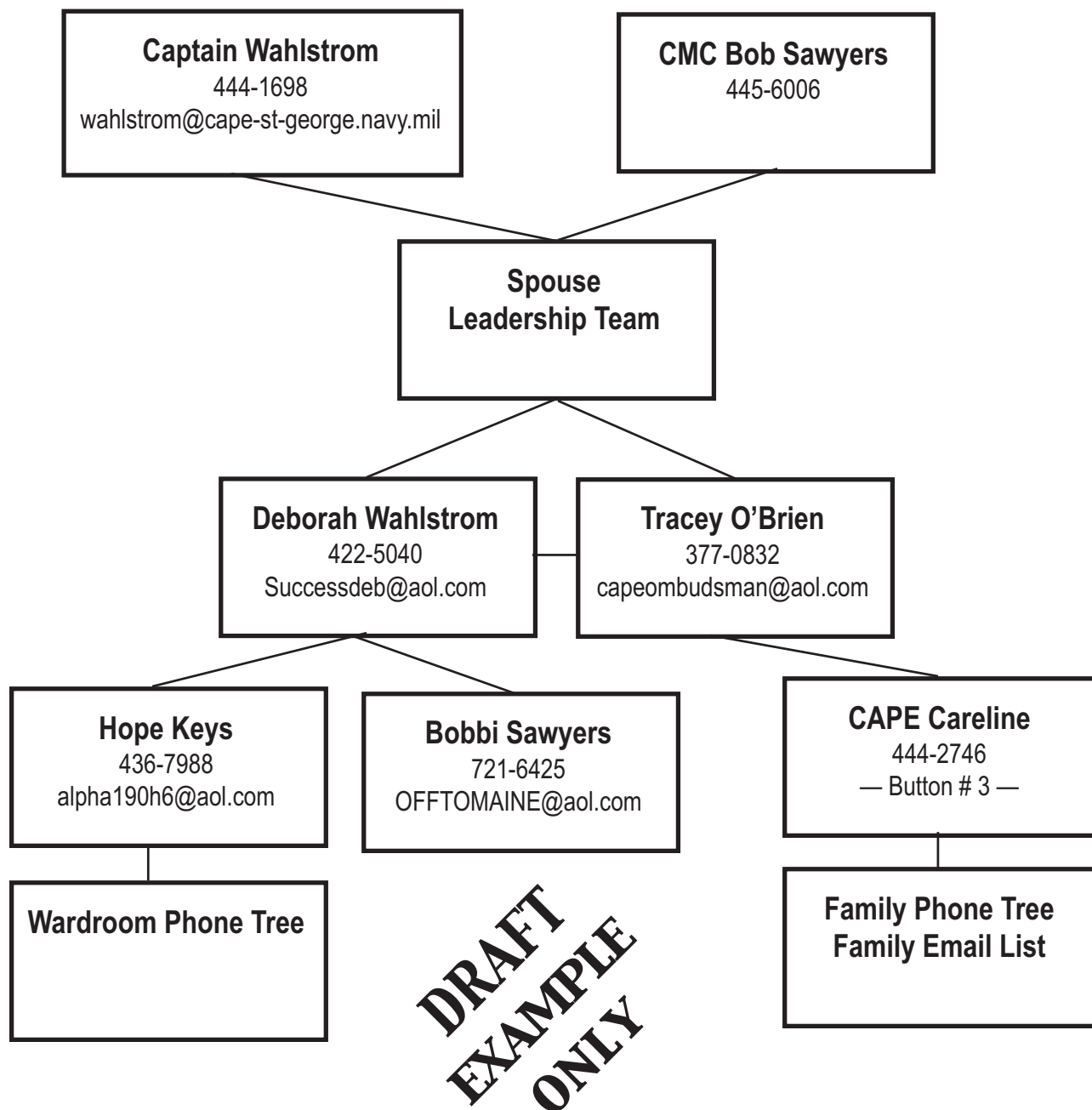
- Maintain contact with families through:
  - events for families and friends of the CAPE
  - periodic phone calls to families
  - welcome notes, phone calls, or small gift to new members of the command
  - contact families not in the local area
  - birthday cards to family members or cards for special occasions
  - articles in the ship's newsletter
  - attend command activities that include single sailors in the command
  - regular emails to families and friends
  - regular updates on the CAPE Careline

*This example is for illustrative purposes only. Keeping in line with the CO/CO spouse leadership course, everyone truly gets to define their own roles.*



# Communications

— Pier and Arrival Announcements —



Special Note: While this scenario is for the surface community, our team would make sure to develop scenarios representative of the entire naval community. Our thinking right now is that each table would have a different scenario.



## — CORE Teambuilding and Morale—

### *Analogies*



#### *Flock of Geese*

A team is like a flock of geese — it's easier to get where you're going together than alone.



#### *Bouquet*

A team is like a bouquet — each flower is different and unique. Together they make a delightful bouquet.



#### *Symphony*

A team is like a symphony — it takes all the different instruments to make beautiful music.



#### *Relatives*

A team is like your relatives — you don't always get to choose them.



#### *Umbrella*

A team is like an umbrella — indispensable on a stormy day.



#### *Healthy Plant*

A team is like a healthy plant — nurture it and watch it grow!



#### *A Passport*

A team is like a passport — it can take you places you've never been!

# Teams — The Golden Tool For Success!

— CORE Teambuilding and Morale —

## Traits of a Great Team Member

Involvement	Trust	Communication
<ol style="list-style-type: none"> <li>1. Keep inviting others to participate.</li> <li>2. Use action agendas.</li> <li>3. Build on the skills of members of your team.</li> <li>4. Define roles so people know how to be involved.</li> <li>5. Express appreciation.</li> <li>6. Show an interest in others.</li> <li>7. Keep a list of ideas for group activities.</li> <li>8. Mentor others.</li> <li>9. Reach out to all families and friends.</li> <li>10. Make sure everyone gets talk time (air time).</li> <li>11. Delegate.</li> <li>12. Treat others as you would like to be treated.</li> </ol>	<ol style="list-style-type: none"> <li>1. Always do what you say you're going to do at the time you say you're going to do it.</li> <li>2. Respect the time of others. Be prompt. Begin meetings on time. End them on time.</li> <li>3. Be honest.</li> <li>4. Set a positive tone.</li> <li>5. Value the ideas of everyone.</li> <li>6. Provide prompt and accurate information.</li> <li>7. Share credit.</li> <li>8. Follow up.</li> <li>9. Discourage gossip and rumors.</li> <li>10. Be reassuring during times of crisis and need.</li> </ol>	<ol style="list-style-type: none"> <li>1. Establish lines of communication.</li> <li>2. Use action agendas.</li> <li>3. Compliment others in public.</li> <li>4. Attend support group activities.</li> <li>5. Make telephone calls.</li> <li>6. Write periodic emails.</li> <li>7. Maintain social rosters, phone trees, support group information, resources.</li> <li>8. Use active listening techniques.</li> <li>9. Set timelines.</li> <li>10. Use the CARELINE.</li> <li>11. Keep an organized calendar.</li> <li>12. Be approachable and accessible.</li> </ol>

— CORE Teambuilding and Morale —

# Thinking About How Your Team Will Work Together

*Why Determining How Your Team Will Work Together Is Important*

- Command mission alignment

*Benefits of Defining and Clarifying Roles*

- Basic structure
- Tool for thinking forward
- Everyone sees what others do in relation to team
- Reduction of Stress
- Communication

*Conduct Research*

- Experience
- Information from leadership course — Newport, RI
- Information from CORE training modules
- Information from Ombudsman training and manual

*Develop With Input From Team*

- Team expands to entire leadership team including CO, XO, CMC, Chaplain, Ombudsman, CO's Spouse, XO's Spouse, CMC's Spouse — and anyone else you determine is your core leadership team.
- Identify the key players.
- Brainstorm scenarios.
- Work through the scenarios on paper. Discuss the reality of how the scenarios will play out. How will things really work? Be flexible — things probably won't work exactly as you have them on paper. The general flow won't be exact.
- Make sure everyone who provides leadership with the scenarios has input.
- Test your scenarios out and make changes as you want or need them.